

DERBYSHIRE FIRE & RESCUE SERVICE



Derbyshire
Fire & Rescue Service
Making Derbyshire Safer Together

SERVICE PROCEDURE THE LEADERSHIP PROGRAMME (LP)

APRIL 2021
VERSION 2.0
STATUS: LIVE

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INTRODUCTION	<p>This procedure is designed to support Derbyshire Fire and Rescue Service (DFRS) in delivering managerial and leadership development to its employees.</p> <p>The Service expects that its employees will demonstrate ambition by their commitment to personal development for the next level of management and leadership.</p> <p>Having been identified as successful in a selection process, employees will be supported with the production of a Personal Development Plan (PDP) and will undertake a structured Leadership Programme (LP). The LP will ensure Service managers develop the right skills, knowledge, behaviours and understanding to become high performing in any role.</p> <p>PDPs are owned by the individual, with objectives discussed and agreed with the line manager. Service Development will provide support and advice where required and monitor progress. This procedure has been designed to provide ways to assess and develop the most capable and effective employees while ensuring that all individuals are treated with fairness and have access to equality of opportunity.</p>

GENERAL PRINCIPLES	This procedure is for supervisory management and/or leadership development. Specialist and technical qualifications, chartered status etc. fall out of the scope of this procedure.
THE PROCESS	The progression and LP process consists of three stages (see appendix A):
	<ol style="list-style-type: none"> 1. Eligibility - i.e. what is required to be able to enter and access the selection process (Please see Eligibility And The Selection Process For Progression Service Procedure) 2. The Selection Process (Please see Eligibility And The Selection Process For Progression Service Procedure) 3. The Leadership Programme
STAGE 3 - THE LEADERSHIP PROGRAMME (LP)	<p>Following the selection process candidates will fall into one of three outcomes:</p> <ul style="list-style-type: none"> • Appointable; • Demonstrates potential, and • Not appointable due to score. <ul style="list-style-type: none"> • ‘Appointable’ candidates will be offered substantive posts and subsequently required to complete the Leadership Programme. Candidates will be supported with the production of a Personal Development Plan (PDP) (feedback from the panel will help inform areas of focus). Candidates remain ‘appointable’ for 12 months, those who ultimately do not accept a post offered within this period will be required to re-enter the next promotion process. • ‘Demonstrates potential’ candidates will be placed on a list for access to various temporary promotion posts, will be supported with the production of a PDP* and will have access to elements of the Leadership Programme. A substantive position cannot be offered until the candidate has been found ‘appointable’ through a subsequent selection process. This will require the candidate to progress successfully through the whole process, including the eligibility and selection process. • ‘Not appointable’ candidates will be given feedback and may choose to work with their line manager to agree on an ‘informal’ development plan but this would not include ‘formal’ parts included within the LP. The candidate would work on these areas and go through the promotion process again in future. <p><i>*PDPs are owned by the individual; selection process feedback must be provided by the panel first, followed by a discussion and agreement of development areas and objectives with the line manager. Service Development will provide advice where required and monitor progress.</i></p>

Candidates who are found **‘appointable’** for the new role will be enrolled onto the LP appropriate to the level of role being carried out. The programme consists of two parts:

1. Role related qualifications and courses (see [LP Overview](#)). This includes essential criteria for example Incident Command, (for operational employees Incident Command will normally be the first module of the programme), leadership, health and safety etc. and bespoke criteria that will be based on the individual’s role, examples may include project management, Fire Protection modules etc. The criteria for each individual will be agreed by their line manager in conjunction with programme advice from Operational Training (OT) and Service Development (SD) if required. Specific programme content will be published at the start of a programme and will be reviewed as required to ensure continuous suitability and value.
2. The second part will require the individual to successfully complete a development plan of evidence based on their new role. Operational employees will compile evidence against the appropriate role map while Support and Control employees will do the same against the job description and person specification. Once completed the development plan will be verified by the individual’s line manager. OT and SD will sample the evidence as part of an internal quality assurance process.

Individuals with a PDP should have regular reviews with their Line Manager and/or mentor to monitor and reflect on progress against the plan and demonstrate the individual is high performing in their new role.

Candidates who are given the **‘demonstrates potential’** outcome following the selection process will be supported in the production of a PDP. These candidates will have access to elements of the LP and where suitable, temporary promotion roles, allowing them the opportunity to gain knowledge and experience before entering a future selection process. **A substantive position would not be offered** until successful completion of the PDP, completion/attainment of any other outstanding eligibility requirements and deemed ‘appointable’ through the next selection process.

Access outside of a promotion process

Access via line manager’s appraisal to elements of the LP is available to substantive managers where relevant to their current role.

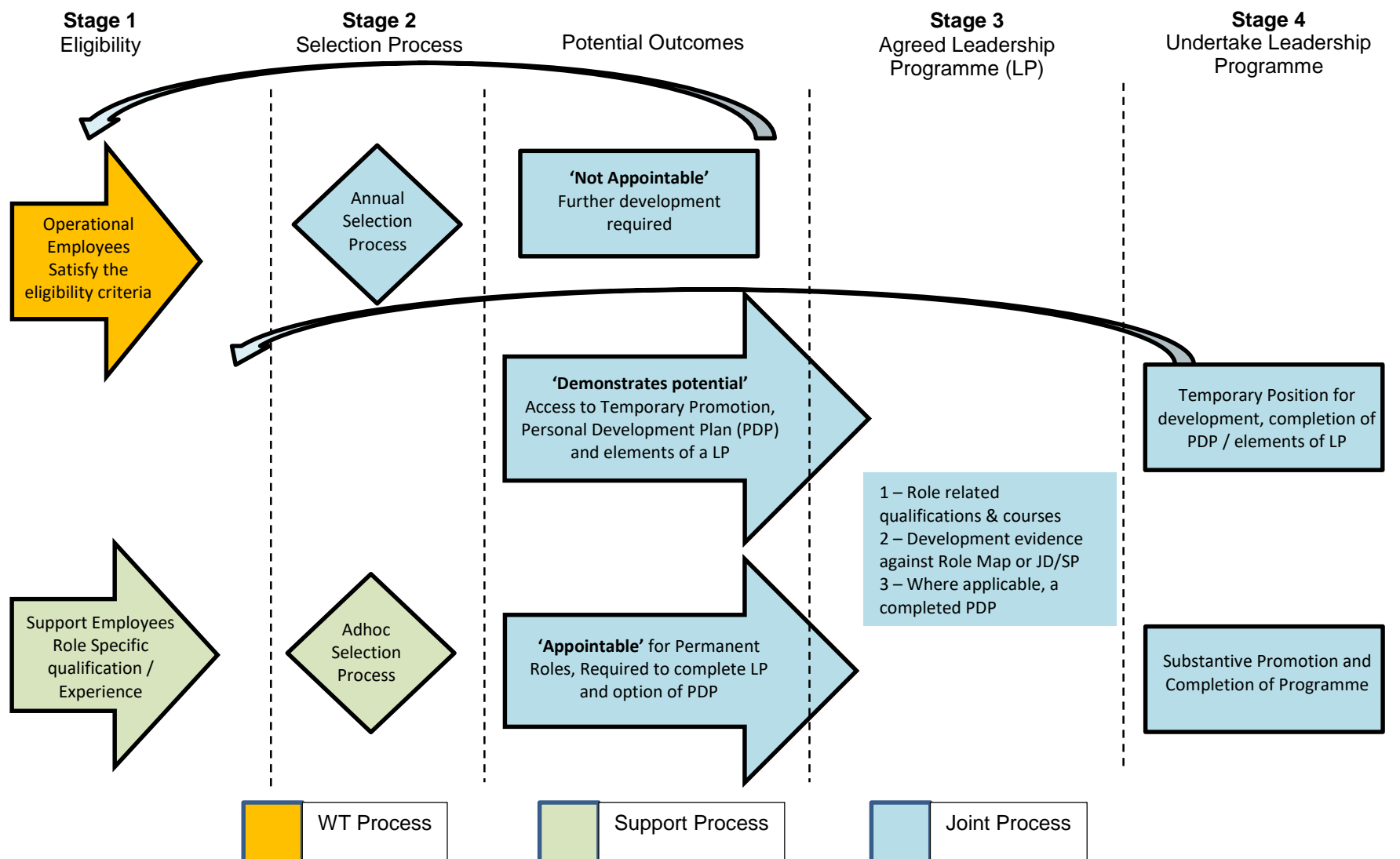
Access should also be considered as part of succession planning, workforce development and personal development within support roles into supervisory management and leadership roles.

	<p>Additionally, access to higher level elements may be permitted if the need has been identified through the appraisal process, with the approval of the Workforce Planning Group (WPG). However, development at current/appropriate level should still be attained prior to such access.</p> <p>Please refer to the LP Course Content Overview for details of all elements of the programme for each level of management. The completion of ILM 7 is an eligibility requirement for the Area Manager role and may be offered as optional development for Group Manager or equivalent.</p> <p>The implementation of a leadership programme must be flexible and take into account the needs of the candidate. For example learning needs such as dyslexia will influence how the programme is implemented and the time allowed for completing it, as would specific caring responsibilities the individual may have. Therefore the meeting will also determine any bespoke needs that may be taken into consideration. It is the responsibility of the individual to raise any of these concerns at the earliest opportunity for further discussion and consideration.</p> <p>Monitoring</p> <p>Service Development will provide reports to the Workforce Planning Group to review the progress of candidates through their LP.</p> <p>Where it is identified insufficient progress has been made, in conjunction with the line manager and HR, appropriate conversations will take place to determine next steps. This will be managed in line with the appropriate performance management policies and procedures and may result in additional support / time or removal from the programme.</p> <p>If the individual does not complete their LP within the agreed timeframe then a formal review meeting will be held to determine the reasons for this. This process may result in additional support or, if no satisfactory circumstances are identified, the individual will be taken off the LP and be unable to re-apply for two years. The Service will only fund the LP for an individual twice. Where the employee has been appointed substantively and does not complete the required elements of the LP the capability process will be instigated.</p> <p>If an employee disagrees with the outcome from a formal review meeting they should instigate the grievance process by following the standard procedure.</p>
THE AGREEMENT	<p>Access to the Leadership Programme is an opportunity for employees to develop themselves, therefore preparation and course work will be carried out in the individual's own time. However if the individual is on duty at the same time an essential course is being held they will be released from duty to attend, subject to exigencies of the Service and compensatory time off to attend courses on a rota day will be granted. Please refer to the Other Leave Entitlement Policy for further information.</p>

ON-CALL ACCESS TO THE LP	<p>The full Leadership Programme is available to On-Call managers on the same basis as WDS, Support and Control Managers and full completion of the LP is encouraged and required for purposes of migration to relevant WDS roles.</p>
	<p>However, the Service recognises that on occasions the achievement of the full LP may not always be possible for On-Call employees within the standard timelines. This may include occasions where it may be necessary for the service to appoint On-Call managers prior to the launch of a full LP.</p> <p>Consequently each appointment to an On-Call supervisory manager role will include a formal meeting between the individual and their line manager, taking into account programme advice from SD. The purpose of this meeting will be to identify how the non-operational aspirations of the Leadership Programme can be best implemented in that individual's circumstances and in what time frame. The outcome of this meeting will be documented within the individuals PDP.</p>
RELEVANT DOCUMENTS	<p>SP - IFE SP – Service Development SP – Eligibility And The Selection Process For Progression EP – Other Leave Entitlement Promotion Process Good Practice Guides within Recruitment & Selection Toolkit – FireView</p>

DOCUMENT HISTORY			
Version no	2.0		
Status	Live		
Replaces	1.3 Progression and MLDP		
Summary of changes	Major changes: <ul style="list-style-type: none">• Service Procedure re-named to provide clarity and consistency across interdependent processes• Removal of Gateway/Eligibility and Selection Process into new Service Procedure• Promotion process outcomes aligned to updated outcomes within Promotion Guidance and other SPs• General update of language and terminology• Revision of Appendix A - Flowchart• Addition of Appendix B - DFRS Leadership Framework		
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Department/ Responsible Portfolio	People and Organisational Development		
Approved by	Judi Beresford, Director of Corporate Services		
Revision history			
Version	Date	Author	Changes
1.3	Aug 2019	AM J Beresford	<ul style="list-style-type: none">• Removal of Appendix B• Minor change to flowchart and wording on Page 2 (Gateway)• Minor change to wording on Page 3 (The Selection Process)
1.2	Feb 2019	Diane Smith	<ul style="list-style-type: none">• Removal of Appendix C• Updating of terminology to reflect new departments of Operational Training and Service Development/ RDS to On-Call.
1.1	May 2017	Diane Smith, Head of SD	Update on Appendix B
1.0	Feb 16	Diane Smith	New Service Procedure.
Review Period			
This Service Procedure will be reviewed April 2022.			
Distribution			
Service Procedures are published on the intranet in the month of issue. No hard copies are distributed.			
Index			
Keywords: development, managerial, leadership, programme, learner, agreement, supervisory manager, middle manager, strategic manager, appraisal, substantive, temporary, competent, promotion, progression, IFE, selection panel.			

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DFRS Management & Leadership Framework A Leadership Journey

Everyone has an **Individual Responsibility** to demonstrate the organisational **Values and Behaviours** of;

LEADERSHIP	We listen, develop and champion our people
RESPECT	We value the opinions of our people
INTEGRITY	Our actions will always be well intended, demonstrating an Exemplary Attitude to Work
OPENNESS	We won't hide anything and will share our experiences and knowledge, demonstrating Problem Solving, Continuous Improvement and Quality of Service
TEAMWORK	We will achieve more together; develop and champion our people, continuously developing a wide Organisational Awareness
AMBITION	We will always do the best we can, having an Exemplary Attitude to Work, providing Effective Service Delivery
Everyone can	
Contribute	through teamwork, workshops, planning days, feedback, ideas
Collaborate	listens to and values the opinion of others
Be Agile & Flexible	by embracing change, learning new skills, being resilient, adapting, sharing skills and knowledge

Cultural surveys will remind us how we feel within the service, how we speak to each other, how we treat and support each other.

New Managers will commit to and complete the ILM level 3 Certificate in Leadership & Management; commit to continuous professional development of their leadership and management skills and actively engage in and promote a coaching and mentoring approach to their leadership and management responsibilities.

Existing Managers will commit to and complete the ILM level 5 Certificate in Leadership & Management; commit to continuous professional development of their leadership and management skills and actively engage in and promote a coaching and mentoring approach to their leadership and management responsibilities.

Senior Managers will commit to and where appropriate be supported to complete the ILM level 7 Diploma in Leadership & Management; commit to continuous professional development of their leadership and management skills and actively engage in and promote a coaching and mentoring approach to their leadership and management responsibilities.

Strategic Managers will commit to and where appropriate be supported to complete the Executive Leadership Programme; commit to continuous professional development of their leadership and management skills and actively engage in and promote a coaching and mentoring approach to their leadership and management responsibilities.